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A FORCE MANAGEMENT UPDATE



A Quarterly Newsletter of the Army Force Management School

June 2012

Welcome a New Instructor

The Army Force Management School is happy to announce that we have brought in a new instructor. It is our privilege to welcome Martha G. Granger (LTC, U.S. Army Retired).



Martha Granger brings experience from DAMO-SS, G-3/5/7, where she assisted the Stability Operations Division as the Integration Branch Chief, primarily focused on Building Partner Capacity and Security Force Assistance through The Army Plan, Joint Requirements Oversight Council, 2010 Quadrennial Defense Review, and development of vision, concepts, and doctrine as input to Field Manual 3-07.1: Security Force Assistance. Prior to her assignment to G-3/5/7, she served as Speechwriter to the Chief of Staff of the Army producing over 80 strategic communication products, to include Congressional Testimony.

During her 20-year Army career, Martha served three tours in Iraq in support of Operation Desert Storm (1990-1991) and Operation Iraqi Freedom (2003-2004 and 2006-2007). During the first tour, she was a truck platoon leader, and the latter tours, a G-3 planner for 1st Armored Division and Special Assistant to the Commanding General, Multi-National Security Transition Command—Iraq/Nato Training Mission—Iraq, integral in the strategy, plans, policy, and joint/international affairs to man, train, and equip myriad Iraqi Security, Military and Police Forces.

As a multi-functional logistician, Martha commanded the Light Maintenance Company and Division Supply Support Activity in the 702nd Main Support Battalion, 2nd Infantry Division, Korea, and completed her branch qualification as the Support Operations Officer and Executive Officer of the 123rd Main Support Battalion, 1st Armor Division, Germany.

Martha also has experience on the instructor platform as a two-year Reserve Officer Training Corps Military Science Instructor and a three-year Observer/Controller and Tactical Analysis Feedback Facility Officer at the Joint Readiness Training Center, Fort Polk, to include responsibility for the planning, development and execution of multi-media brigade-level Combat Service Support After Action Reviews and take-home packets.

As a graduate of the United States Military Academy, Duquesne University, and the School of Advanced Military Studies (SAMS), Martha holds Masters Degrees in English Literature and Military Art and Science. She has published lessons learned in leadership (“Developing Strategic Leaders,” *Military Review*, Jul-Aug 2002) and logistics in both Iraq (“The 1st AD in Operation Iraqi Freedom,”

Military Review, Nov-Dec 2004) and Afghanistan (“Moving an Expeditionary Force: Three Case Studies in Afghanistan,” SAMS AY 02-03).

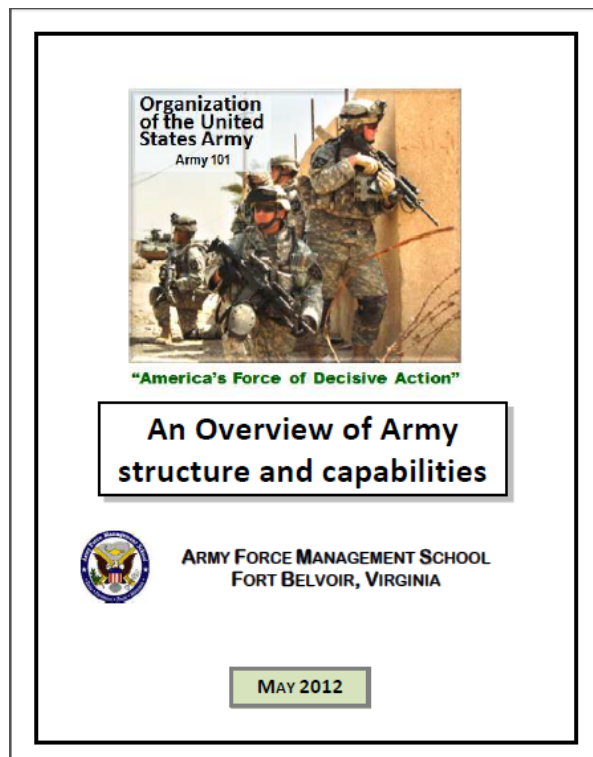
Martha brings a wide variety of current strategy, logistics, and training experience to our team, enabling her to immediately step into the role of facilitator in the small group instruction (SGI) techniques of delivery as the Army Force Management School transitions to Army Learning Model 2015. She is uniquely positioned to assist in the migration of the school to different methods of instruction, instructional strategies and media options to provide credible, rigorous, and relevant training and education for our Soldiers and leaders.

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UPDATED PRIMER: *Organization of the United States Army:* **ARMY 101**

Army 101: The “***MODULAR FORCE***” primer has been replaced by the “***ORGANIZATION OF THE UNITED STATES ARMY: ARMY 101***” dated May 2012. The focus of the primer is to provide information no longer available through traditional Army publications (e.g. DA Pamphlet 10-1:

Organizations of the United States Army).



FACTS:

1. The G-37/TRADOC will continue to design the Army to win our nation's wars.
2. The Army organizational structure will continue to change over time.
3. Change will be based on the threat, guidance, constraints, doctrine and leadership guidance.
4. This document represents the end of the transformation effort from the divisional design to the modular design (which began in the fall of 2003).
5. The primer is located on our school website: <http://www.afms1.belvoir.army.mil>. Pull down the "PUBLICATIONS" tab and click on the "PRIMER". Select the document: ***ORGANIZATION OF THE UNITED STATES ARMY: ARMY 101*** dated May 2012.

This primer provides basic information about the United States Army. The primer fills the informational void for newly hired individuals not familiar with the terms, references, jargon, or acronyms commonly used by people throughout the Army.

This primer describes the types of units and organizations within the Army. This primer focuses on the interrelationships and integration among all elements of the Army necessary to accomplish its role as an element of the total military force of the United States.

The Army is individuals formed into teams. The Army is Soldiers in uniform, civilian employees, contractors, and family members. Uniformed members of the Armed Forces are on active duty and in reserve duty status. Reserve Component Soldiers form our Army National Guard and Army Reserve. Our nation's President and appointed civilian leaders exercise authority over the Army and provide guidance and direction. Missions that the Army receives from those officials are executed under uniformed leadership. This is **AMERICA'S ARMY** – a strategic land combat force capable of delivering **DECISIVE VICTORY**.

Purpose and Objective: This primer serves as a basic guide to Army organizations and is a good reference on the **Organization of the United States Army**. This Primer is applicable to the men and women of the United States Army in the active component (COMPO 1), the Army National Guard (COMPO 2) and the US Army Reserve (COMPO 3)—altogether America's finest fighting machine.

THIS PRIMER CONTAINS:

1. Pictures and descriptions of the insignia, rank and pay grades of officers, warrant officers and enlisted Soldiers.
2. Pictures and descriptions of Army organizational designs from the individual Soldier to the Army level of command.
3. Force structure "as of January 2012".
4. The "total strength", numbers and types of brigade combat teams (BCTs) and organizational design can/may change as the Fiscal Year 2013 budget works its way through Congress and is ultimately signed by the President.
5. basic information on military map symbols /unit map symbols, the echelon of the unit and some basic information on the branches within the Army.
6. the basics on the modular force structure: brigade combat teams; and the variety of support brigades, functional support brigades and special functional brigades.

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The 71-32s

Army Regulation 71-32, *Force Development*, is through staffing and should be published in third quarter of this year. This version is a major revision of the current AR 71-32, dated 3 March 1997. It will be available on the Army Publishing Directorate Website at <http://www.apd.army.mil>. You may expect to see these changes:

- **Introduces the Force Development process** - adopts the five phase Army force development process
- **Integrates ARFORGEN into force development** - synchronizes e-dates with ARFORGEN
- **Establishes G-8 role in BOIP development** - Application of BOIPs to MTOE units is done in accordance with modernization guidance produced by DCS, G-8 provided through DCS, G-3/5/7 during the CPLAN cycle, well in advance of planned fielding dates (ideally two years before fielding).

- **TOE Development** - TOEs are initiated when TRADOC provides an approved requirement determination packet called a force design update to DCS, G-3/5/7 (FM). USAFMSA builds TOEs for different types of organizations and then they are considered for authorization by quantity and by component during TAA.
- **Establishes FDU Junior policy** - FDU-JR issues involve minor adjustments that normally do not impact other proponents, create a bill of less than \$100,000 to the Army, and do not cause personnel growth.
- **Establishes policy on Letters of Authority** - A LOA is issued by the DCS, G-3/5/7 (FM) authorize a unit to keep or be issued equipment that has an approved BOIP, prior to the BOIP being applied to a unit's MTOE.
- **Explains policy to change equipment on TDAs, including using the 4610-R Tool** - TDA Equipment-only changes will be submitted and tracked through command channels using the automated 4610-R application in FMSWeb. The Command Manager will coordinate and schedule the request for the DCS, G-3/5/7 (FMP) TDA/AUGTDA Equipment Review and Validation Board, where it may be approved.
- **Explains the Force Management Document Processes and Systems** - FMDPS is the component of force structure management by which the Army records decisions on mission, organizational structure, personnel, and equipment requirements and authorizations for Army units and elements of joint organizations for the current year through the first program year. FMDPS is comprised of two distinct systems, a functional management system and a data processing system.
- **Establishes Out of cycle policy** - Any command, agency, or proponent can identify an issue that requires a change to an existing or programmed TDA/Augmentation TDA. HQDA will permit OOC documentation for those actions with sufficient justification (readiness, mission capabilities, concept plan execution, etc.).
- **Updates Command Plan policy** - The CPLAN is the annual force management process designed to account for and document force structure decisions and directives from the Army leadership including those changes submitted by OSD and the Commands and outlined in Congressional guidance. Annually DCS, G-3/5/7 (FMP) will publish the CPLAN guidance memorandum which provides key force structure guidance and milestones for the CPLAN (CPLAN) submission and describes the actions that must be accomplished. The CPLAN results in the approval of the Army Master Force (M-Force)
- **Updates Concept Plan policy** - A concept plan is a detailed proposal to create or change one or more TDA or Augmentation TDA or MOBTDA units. The purpose of a concept plan is to ensure that requirements are reviewed to support Army objectives and priorities. It also ensures a full understanding of the change, enables auditing resource realignments, ensures supportability and satisfies a variety of ARSTAF functional interests about how the proponent plans to implement change.
- **Establishes Equipment review and validation board policy** - The 4610-R tool feeds into the monthly ERVB which approves, disapproves or defers addition of equipment requirements and authorizations to TDAs and AUGTDAs

- **Establishes the Multi component unit policy** - A MCU is made up of sub-units from two or three manned components, with one component designated as the "flag" holder. The intent of the MCU initiative concept is to integrate, to the maximum extent within statutory and regulatory constraints, resources from more than one component into a cohesive fully capable Army unit. DCS, G-3/5/7 (FM) is the approval authority for MCUs.

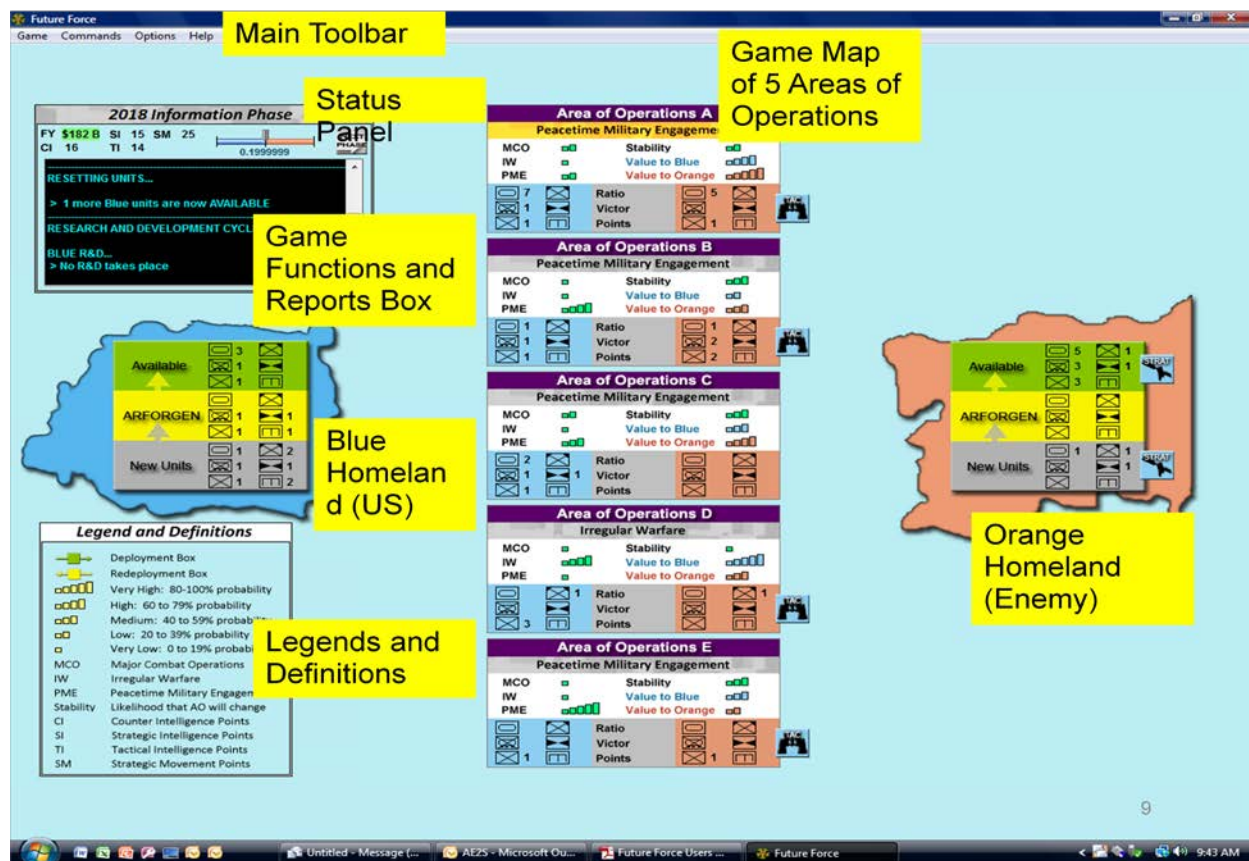
Army regulations establish policy, while DA Pamphlets establish procedures. With the force development policies almost in place, we have started to establish the procedures in a never before published DA PAM 71-32. Plans are that the DA PAM will codify the Force Integration Functional Areas lost in the rescinded FM 100-11 as well as covering the above topic areas. If you have an idea for additional topics you would like to see covered, send them to david.e.retherford.ctr@mail.mil.

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Army Force Management School Evaluating the Force Management Simulation Game “Future Force”

The Army Force Management School has begun investigating several options moving towards the Army Learning Model (ALM) 2015 objectives and goals. Gaming, small group instruction, options of media, classroom formats, methods of instruction, techniques for delivering instruction, and methods of training are being considered. Potential also include additional PRIMERS, “on-line”, distance learning and video instruction.

The immediate impacts in terms of “Instructor lead/Group Directed Methods” include demonstrations and “GAMING”. The simulation Gamed currently in use: “**FUTURE FORCE**”. **Future Force** was designed by and used for the past year by the United States Army Command and General Staff College (CGSC). The Army Force Management School (AFMS) faculty and students have evaluated **Future Force** and is including the “gaming” into the AFMS curriculum.



Future Force is a Force Management simulation game with strategic-level decision making that allows students to explore defense budget decisions using a simulated conflict environment. Students manage an annual budget, deploy and redeploy six types of units (*heavy, striker, infantry, SOF, aviation and engineer*), build new units or transform damaged units, develop strategic, tactical and counter intelligence, and conduct Research and Development. There are costs associated with each of the activities and the challenge is allocating the right amount of resources and of the right types of units for the Combatant Commander to achieve victory in the five separate areas of operations.

Unit victory is not our ultimate purpose for the game. It's a tool to enhance the learning and understanding of Force Management and to further connect the dots in the overall process. A *Future Force* lesson with practical exercises was presented to the Functional Area 50 Course and to the four (4) week Army Force Management Course followed by faculty and student appraisals. Bottom line---The AFMS faculty and students recommend adding it to the AFMS curriculum. The following are some of their comments:

AFMS faculty comments:

- I believe we can use this as a means to reset the student mindset from operational to strategic. There is no war fighting. Rather there are strategic decisions and resourcing – think that if it is presented in that manner, the students will achieve a better feel for and understanding from the game.

- I endorse the design parameters of it being played in a reasonable amount of time with enough complexity to challenge with enough simplicity to allow focus and access to the learning insights.
- Making it easier to play and understand comes at a price, and that price is accuracy and, by extension, value to the player. The more I thought about it, the more I would characterize this as a force allocation game and not one of force management. I also think that playing it early, after Strategy and PPBE, is the best place, although I could make a case that we can play with allocation after we have done our force management and integration.

Functional Area 50 Qualification Course student comments:

- It gives a good but simple overall understanding of Army Force Management process.
- Forces the player to balance the priorities based off the Area of Operations importance, money available, units available, and project for the future what they need.
- Gave us good overall understanding of strategy involved in types of units to maintain to fight in different types of conflicts; also how much it costs to develop, deploy, reset, R&D, intelligence.
- The game gives a rough idea about how everything is influenced (budget, deployments, R&D, war decisions) and the interaction between them.
- Familiarization and linkage of strategy, budget and force mix. Biggest takeaway: everything costs money and time.
- Enforced the reality that decisions made by force managers do have a long lead time from determination to execution.
- The strong point of the Future Force game was that it provided students as opportunity to visually see the procedures and methods that we have learned over the past 14 weeks.
- Six FA50 students recommended placing it in the FA50 Course with the PPBE Block; six recommended placing it at the end of the course and two said at the beginning of the course.

Army Force Management Course (AFMC) student comments: included 17 who supported adding it while only 5 disagreed.

- It was an excellent complement to the Course.
- It put into action the effect of POM, PPBE, DAS actually affect the war fighter.
- Showed how all aspects of FM are inter-related. It complements the Course and reinforces the application of force within a fiscally constrained environment.
- Reinforced lessons learned throughout my military career.
- I thought it was good how it incorporated “waiting periods” for new forces. It made the player have to think ahead.

- It includes all factors of planning over years. Combat losses, reset rebuild. Great realistic tool.
- Enables users to engage in a strategic approach to force management. Forcing students to make difficult decisions related to funding and operational techniques. The need to plan ahead and forecast RESET, OCO and ARFORGEN.
- The program tries to combine complex moving pieces and even though assumptions take place, I think, overall it does a good job.

Here is the worksheet which helps students during game play.

Phase	Turn Sequence				Future Force worksheet						Considerations	
	1	Information				Region and Type Conflict (Phase 1,2,3)						Adversary Capability
	2	Redeployment (free)										Strategy/Missions
	3	Deployment (cost)										Required capabilities
	4	Conflict Resolution										Programs
	5	Budget										Budget
Combat Power by Type Conflict					Cost of units by region (Phase 1, 2,3)						Tradeoffs	
(Phase 1,2,3)					OPTEMPO	Home	A	B	C	D	E	Stationing (homeland vs forward)
HBCT	10	2	4		HBCT	3	5	4	6	4	5	R&D
SBCT	7	4	5		SBCT	2	3	3	4	3	3	Force Mix
IBCT	5	6	6		IBCT	2	2	2	4	3	3	Force specialization
SOF	3	7	10		SOF	2	2	2	4	3	3	Future mission forecast
AVN	7	7	7		AVN	3	5	4	6	4	5	Information vs Force structure
ENG	5	5	5		ENG	2	3	3	4	3	3	Strat vs tactical vs counter intel
Unit cost by action (Phase 5)											Reset vs Re-engineer	
Unit	Build \$	Build Time	Transform \$	Deploy Pts	Base Optempo							Capability vs Flexibiity
HBCT	5	3	1	5	3							
SBCT	3	2	1	3	2							
IBCT	2	1	1	2	1							
SOF	3	2	1	1	2							
AVN	5	5	2	4	3							
ENG	2	2	1	2	2							
Intel		If successful, you see:										
Strategic		Homeland info, and regional values										
Tactical		Number/Type of units in regions										
Counter		What your opponent sees about you										
Budget		Note										
Intel	Strategic											
	Tactical											
	Counter-Intel											\$1B = 1 pt; avail next turn
Units	New units											See table
	Transform units											See table
	Refit damaged units											*varies based on damage
R&D	Combat effectiveness											20% increment, max 200%
	Strat mobility											reduce deployment cost by 1
Strategic Movement												\$1B = 1 pt, 3 turn delay
Savings												max \$10B carry over
OPTEMPO												automatic calculation 18

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NATIONAL DEFENSE AUTHORIZATION ACT 2012 (NDAA FY12)
EXPANDED PRESIDENTIAL RESERVE CALL-UP AUTHORITY (PRC)ⁱ
10 UNITED STATES CODE § 12304

The proposal to include the Chief of the National Guard Bureau (C, NGB) as a statutory member of the Joint Chiefs of Staff (JCS) received a good deal of attention this past legislative cycle and rightly so. It was a momentous occasion when section 512 of NDAA FY12, *Membership of the Chief of the National Guard Bureau on the Joint Chiefs of Staff*, was signed into law. The ramifications of elevating a four star Reserve Component officer to the JCS level have yet to be determined. Arguably, the evolving JCS role of the C, NGB should parallel and become clearer as determinations are made as to the roles and missions of the Reserve Components under the new National Security Strategy.

What did not receive as much notice, but which merit significant attention, are the two additions to 10 USC § 12304 incorporated in sections 515 and 516 of NDAA FY12 and therefore now law.

Title 10 USC § 12304, *Selected Reserve and certain Individual Ready Reserve members; order to active duty other than during war or national emergency*, (more commonly referred to as Presidential Reserve Call-Up or PRC) authorizes the President to involuntarily order units of the Selected Reserve and members of the Individual Ready Reserve (IRR) to active duty for 365 days without a declaration of emergency. The statute permits a call-up of a total of 200,000 soldiers with as many as 30,000 soldiers coming from the IRR.

The additions to PRC are designated 10 USC § 12304a, *Army Reserve, Navy Reserve, Marine Corps Reserve, and Air Force Reserve: order to active duty to provide assistance in response to a major disaster or emergency*, and 10 USC § 12304b, *Selected Reserve: order to active duty for preplanned missions in support of the combatant commands*, respectively.

In response to a request for assistance from a Governor dealing with a major disaster or emergency, Title 10 USC § 12304a provides the Secretary of Defense the authority to involuntarily order to active duty any unit or individual of the Army Reserve, Navy Reserve, Marine Corps Reserve and Air Force Reserve to provide such assistance. The call-up period is limited to not more than 120 continuous days.

The sensitive issue of command and control of both federal and state forces is addressed with what can best be described as “artful language” in subsection 12304a (d) (1) entitled *Usual and Customary Arrangement Dual-Status Commander*. That is, when federal and state forces are concurrently supporting civil authorities, either a regular commissioned officer or National Guard commissioned officer appointed as a dual-status commander of both federal and State forces should be the usual and customary command and control arrangement. The governing law for appointment of dual-status officers is 32 USC §§ 315 and 325.

Under the authority of 10 USC § 12304b, the Secretary of a military department upon determining that it is necessary to augment the active component for a *preplanned mission in support of a combatant command* may order any Selected Reserve unit to active duty for not more than 365 consecutive days.

Two preconditions must be met in order for units to be called up for a preplanned mission:

1. Manpower and associated costs for an order to active duty must be included and identified in defense budget material for the timeframe involved and

2. a description of the mission and the anticipated length of time for which units will be involuntarily called to active duty must be incorporated in the budget material.

Additionally, not more than 60,000 Reserve Component soldiers may be activated at one time and Congress must be notified as to the necessity of the action and the anticipated use of the units involved.

As we struggle to ascertain Army's missions under the new security strategy, analysis of the implementation and benefits of these enhancements to PRC may provide a glimpse of the future roles and responsibilities of the Reserve Components.

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ⁱ See National Defense Authorization Act FY 2012 Conference Report, pp. 98-101, Sections 515 and 516.

New Army Strategic Planning Guidance (ASPG) – 2012

On 19 April, the Secretary and Chief of Staff signed and released the 2012 Army Strategic Planning Guidance articulating the Army's vision, imperatives, and priorities. This guidance provides strategic planning parameters for implementation of the President and the Secretary of Defense's *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense* over the Future Years Defense Plan (FYDP). The Army Strategic Planning Guidance is Part I of The Army Plan (TAP) and serves as the foundation for strategic planning, priorities, and programming guidance to ensure Army resources are appropriately linked to strategy and will be the guide for evaluating the Army Program.

Army Vision: The Army is globally engaged and regionally responsive. It is an indispensable partner and provider of a full range of capabilities to the combatant commander in a Joint, Interagency, Intergovernmental, and Multi-National (JIIM) environment. As part of the Joint Force and as America's Army, in all that we offer, we guarantee the ability, versatility and depth to Prevent, Shape and Win.

Army Imperatives:

- (1) Provide modernized and ready, tailored land force capabilities to meet combatant commanders requirements across the range of military operations
- (2) Develop leaders to meet the challenges of the 21st century
- (3) Adapt the Army to more effectively provide land power
- (4) Sustain the All-Volunteer Army.

The 2012 Army Strategic Planning Guidance in its entirety, including Annex A: Army Interpretation of Defense Guidance and Annex B: Outline of Priorities, can be found on the web at <http://usarmy.vo.llnwd.net/e2/c/downloads/243816.pdf>.

Jerry Chastain